Mentoring in the Warrant Officer Corps

Dedication

LOG.Net

Mentor:
E, W, O Grade

Warrant.Net

Protégé
Mentor

“If you want one year of prosperity,
grow grain,

If you want ten years of prosperity,
grow trees,

If you want one hundred years of prosperity,
grow people”*

Objectives

- Present common definitions and understanding of mentoring
- Provide clarification of expectations and responsibilities for mentors, protégés, and the Warrant Officer leadership
- Provide recommendations to Army Warrant Officer leadership on the implementation of a mentoring program

Roles of Highly Successful Mentors:

- **Competent Professional**
- **Respected Leader**
- **Humble Sage**
- **Passionate Teacher**
- **Reflective Traveler: look back critically on your career**
- **Avid Storyteller**
- **Keen Listener**
- **Optimistic Listener**
- **Optimistic Cheerleader**
- **Trusted Counselor**

Introduction to Mentoring

- Who was Mentor?
- What is Mentoring?
- What Mentoring is not
- Benefits of Mentoring
- Risks of Mentoring
- Participant Responsibilities

Who was “Mentor”?

- A character in Homer’s Odyssey
- Close and trusted friend of Ulysses
- Counselor and surrogate father to Telemachus
- Raised Telemachus during Ulysses’ ten year absence after the fall of Troy

What is Mentoring?

"Mentoring is the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling, and evaluating that results in people being treated with fairness and equal opportunity. Mentoring is an inclusive process (not an exclusive one) for everyone under a leader's charge."

FM 22-100, Army Leadership, August 1999

What Mentoring is not?

- Good-Old-Boy Network
- Favoritism or Special Treatment
- Cronyism
- A Way to Short Circuit Good Leadership

Benefits of Mentoring

Protégé

- Shorter learning curve
- Increased job satisfaction
- Rapid assimilation
- Learn from others' mistakes
- Increase retention?

Mentor

- Enhanced self esteem
- Revitalized interest in work
- Leaving a legacy
- Development of a meaningful relationship

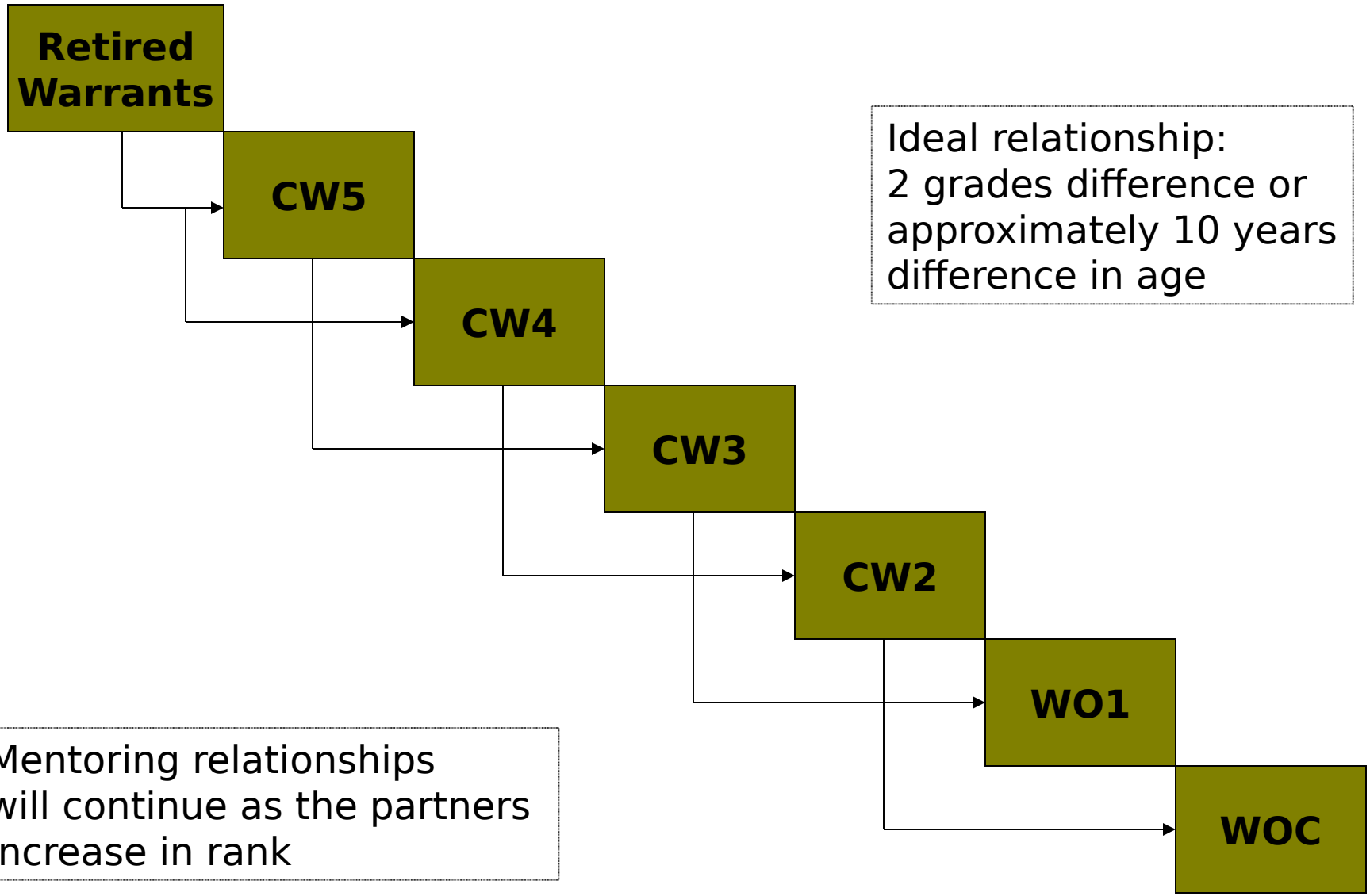
Benefits of Mentoring to the Warrant Officer Corps

- Continuity of leadership
- Retention of quality officers
- Esprit de Corps
- Enhanced efficiency and readiness
- Preservation of traditions and culture

Ten Simple Rules for Mentors

- Its not about you
- Always maintain confidences
- Set and enforce boundaries
- Know your limitations
- Keep your promises
- Listen and ask questions
- Reach out to junior officers
- Don’t sugar coat feedback
- Be yourself
- Commit to continuous learning

Mentoring Model



Ideal relationship:
2 grades difference or approximately 10 years difference in age

Mentoring relationships will continue as the partners increase in rank

Where to Start?

- Focus on the CW3s
- They are vested in the Army as a career
- They are typically at the peak of their technical competence
- Provide them the resources and guidance that they need to be effective mentors
- Then, get out of their way!

Critical Periods to Mentor

- **Warrant Officer Candidate Course**
- **Warrant Officer Basic Course**
- **1st Assignment**
- **Warrant Officer Advanced Course**
- **Follow-on assignment**
- **Training with Industry**
- **Deployments**
- **Becoming a Rater**

Closing

- Mentoring a critical responsibility of the Warrant Officer leadership
- There is no single way to mentor
- Senior leadership needs to emphasize, support, and reward mentoring
- The program needs to be decentralized
- Start by teaching the CW3s how to be effective mentors